



# ***Sharing Lessons Learned Across DOE***

Presented by John Bickford  
Project Hanford Lessons Learned Coordinator

# What We Will Cover

- What is a Lesson Learned?
- Brief history
- The current program
- Society for Effective Lessons Learned Sharing (SELLS)
- Tools for sharing knowledge

# Definition

- A good work practice or innovative approach that is captured and shared to promote repeat applications
- An adverse work practice or experience that is captured and shared to avoid a recurrence

## New Proposed Definition

- The knowledge acquired from an innovation or an adverse experience that causes a worker or an organization to improve a process or activity to work safer, more efficiently, or with higher quality

# Project Hanford Lessons Learned

**Title:** New Product Chemically Eliminates Asbestos In Installed Fireproofing

**Date:** January 7, 1998

**Identifier:** 1998-RL-HNF-0001

## **Lessons Learned Statement:**

New technologies for chemically treating asbestos may significantly reduce the cost of remediating sprayed-on asbestos fireproofing commonly found in steel-framed buildings constructed in the 1950-1970 era.

## **Discussion of Activities:**

### **Summary:**

W. R. Grace & Co. and Brookhaven National Laboratory (BNL) have developed a new product capable of destroying in place, the asbestos in installed fireproofing without diminishing the existing fire-resistive performance of the fireproofing material on columns and beams.

### **Details:**

In a press release dated December 10, 1997, W.R. Grace and BNL announced a new product that dissolves asbestos fibers in sprayed-on fireproofing material on columns and beams in many buildings. Building owners are expected to realize significant cost savings in remediating asbestos with the new product. Current techniques for removing asbestos-containing fireproofing require constructing air-tight barriers, labor-intensive scraping of the fireproofing, and installing new asbestos-free fireproofing. The new product eliminates the need to remove and replace older material and substantially reduces the time needed for the entire process. The new process produces essentially no waste and is expected to save building owners the expense of disposing of regulated waste materials.

# Lessons Learned Timeline

1/93 1/94 1/95 1/96 1/97 1/98 1/99 1/00 1/01

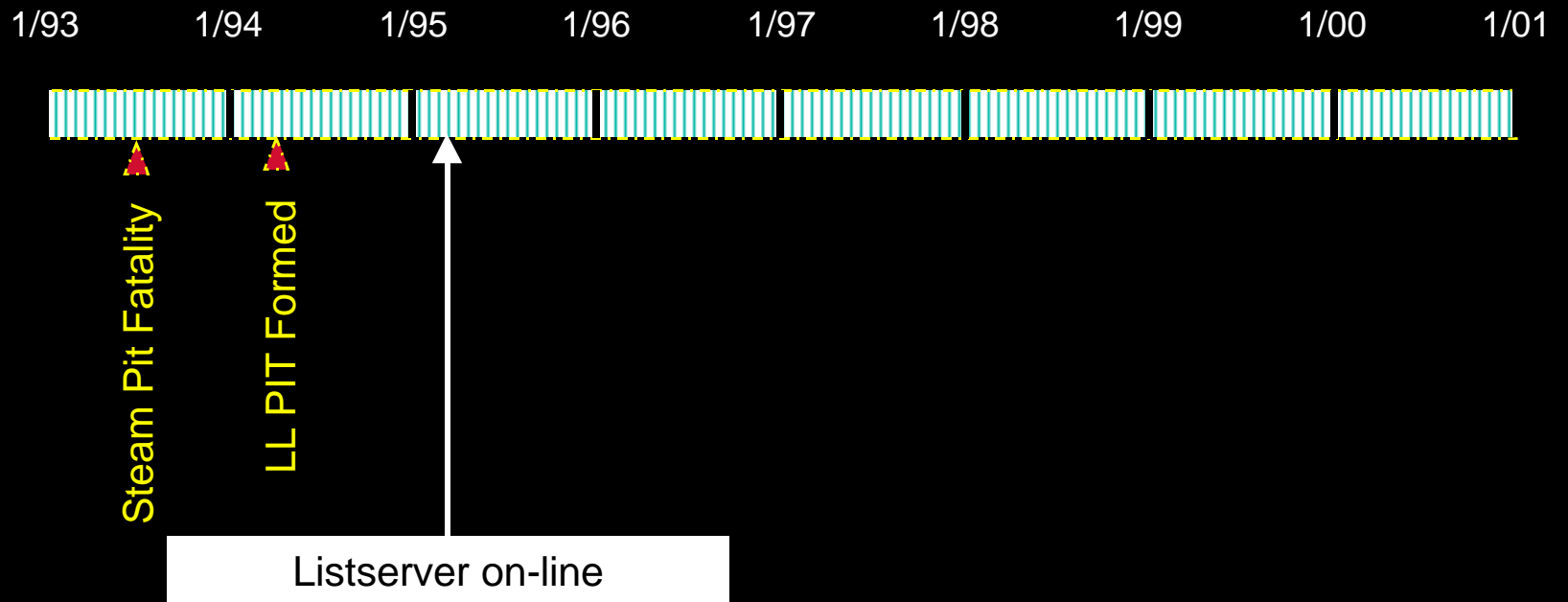


Steam Pit Fatality

# Lessons Learned Timeline

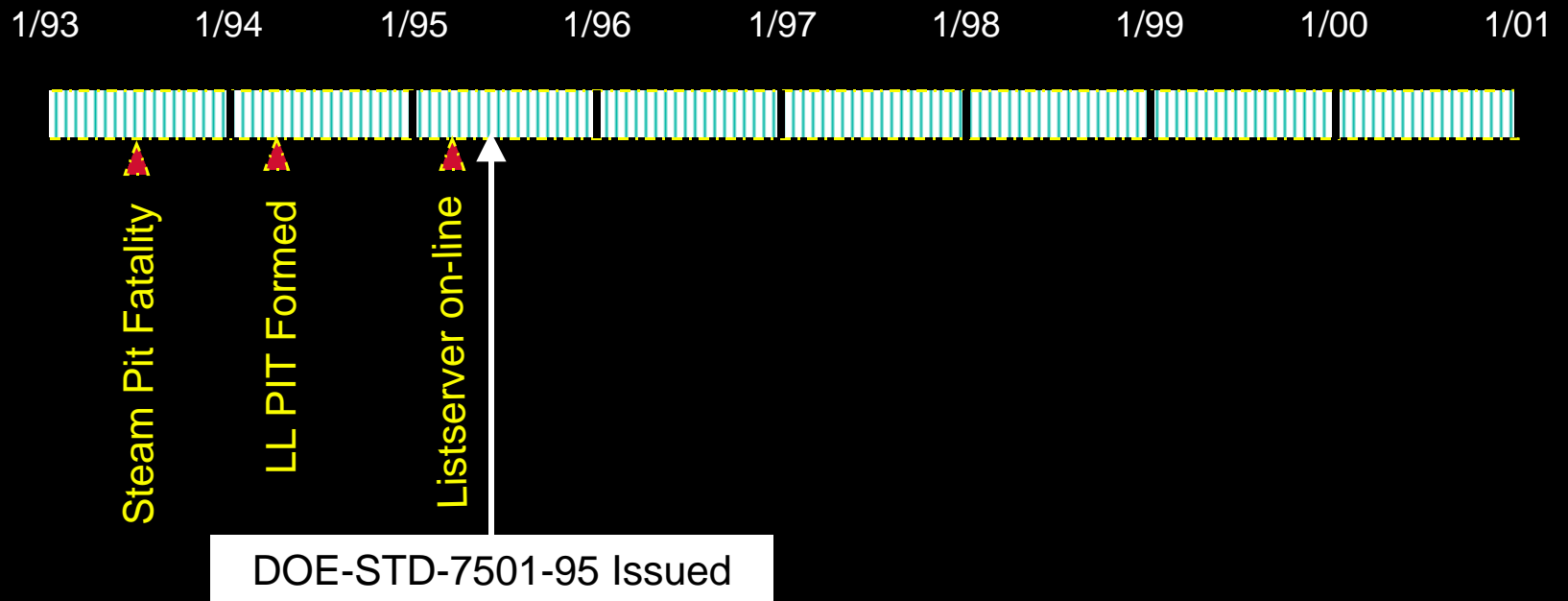


# Lessons Learned Timeline

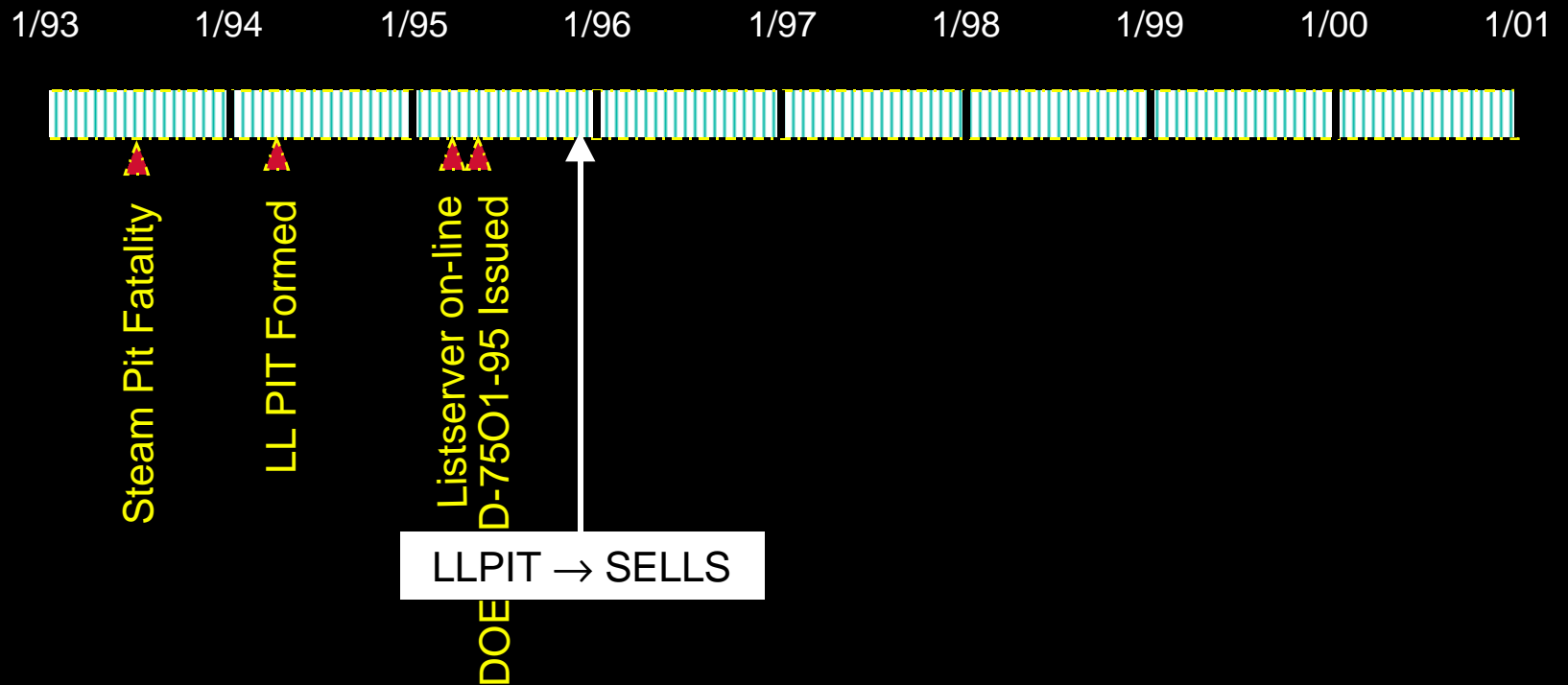




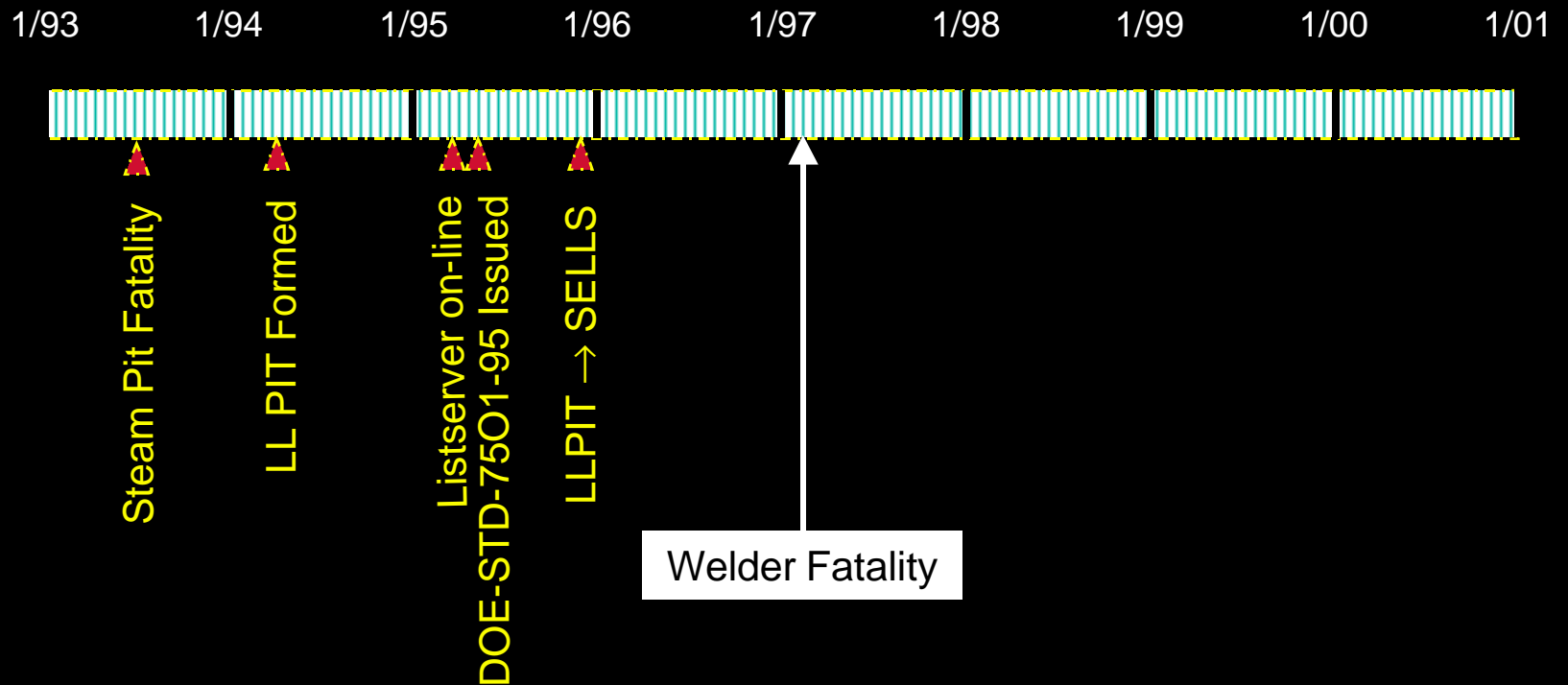
# Lessons Learned Timeline



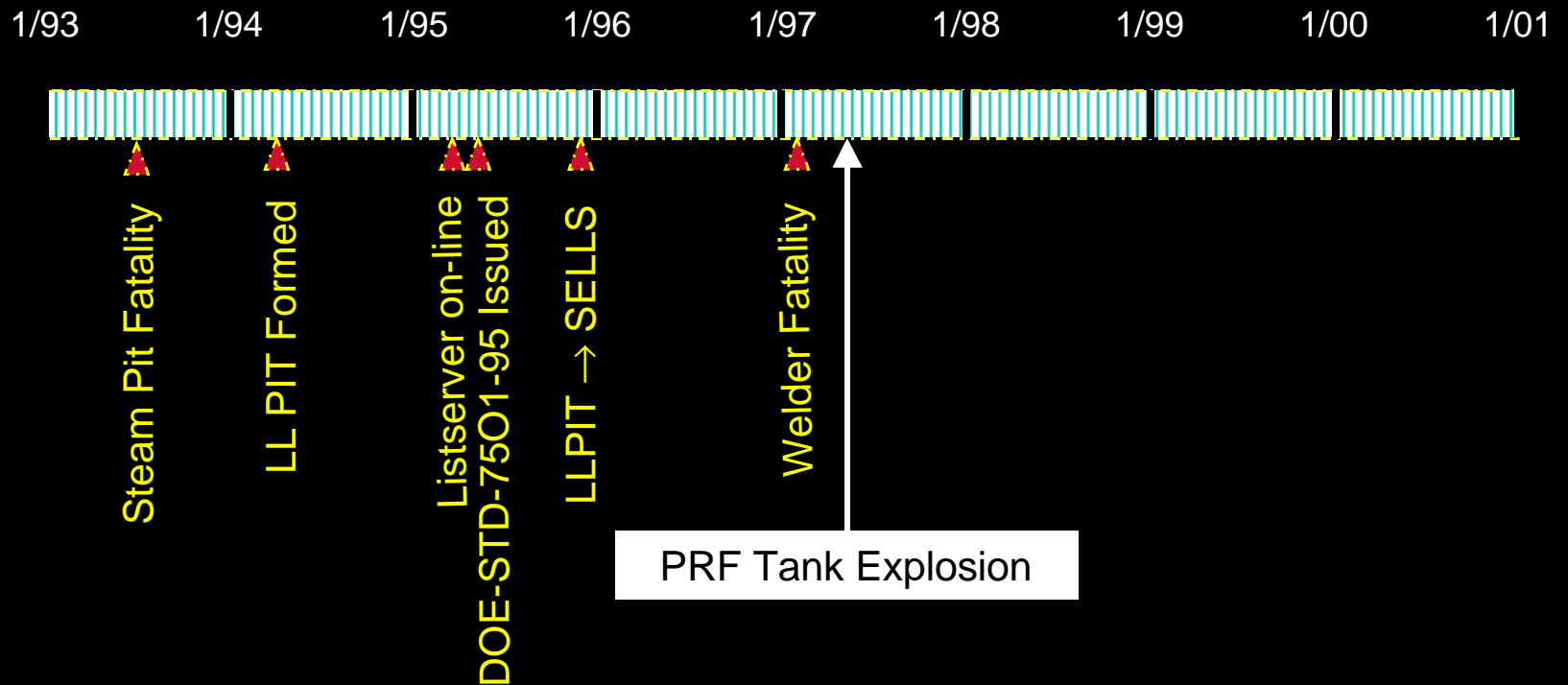
# Lessons Learned Timeline



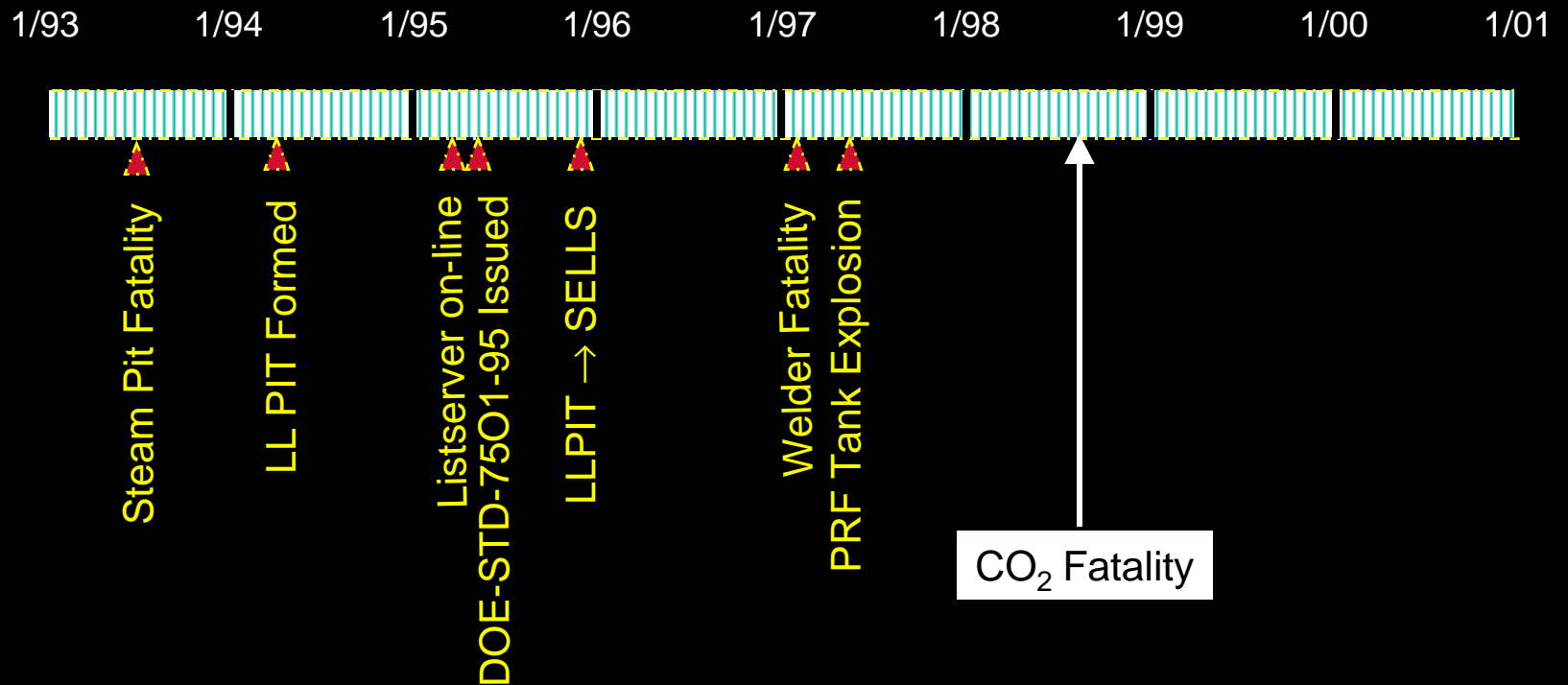
# Lessons Learned Timeline



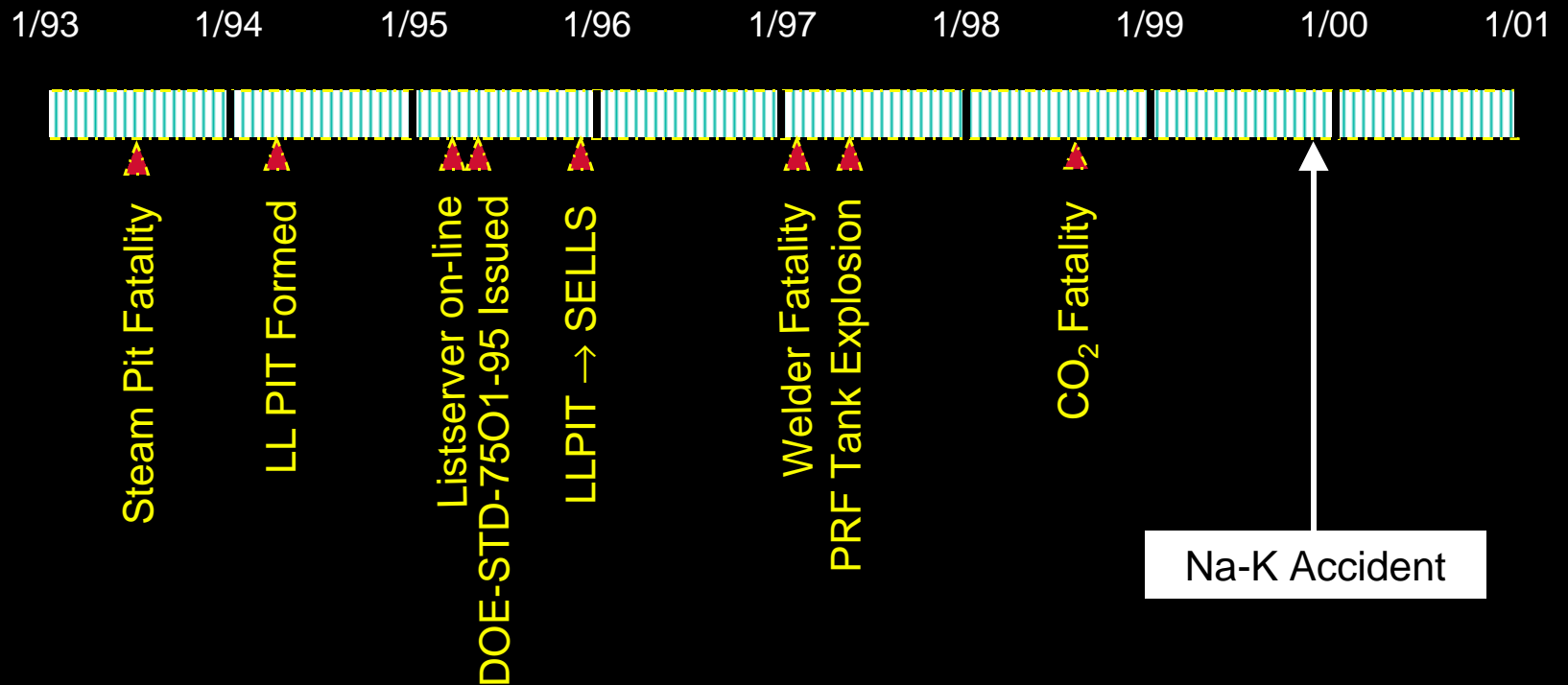
# Lessons Learned Timeline



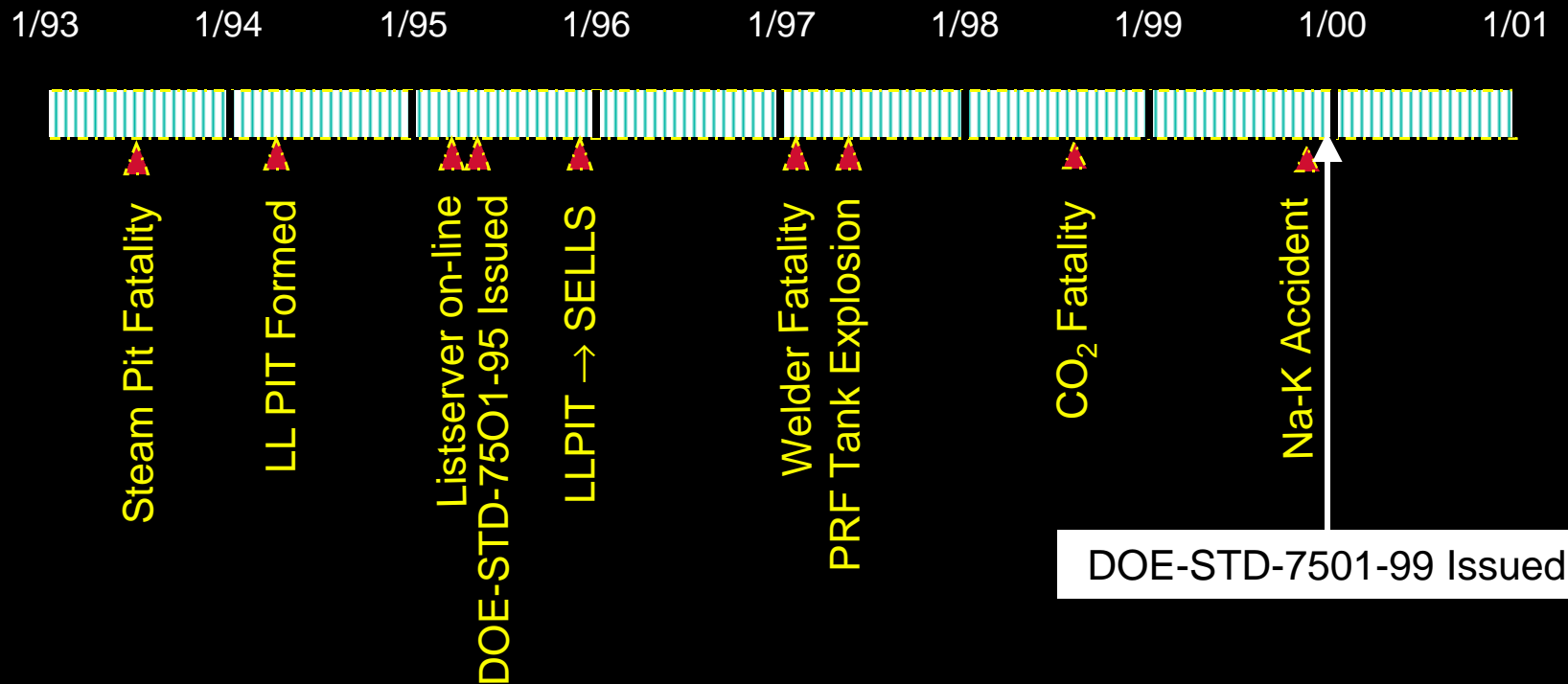
# Lessons Learned Timeline



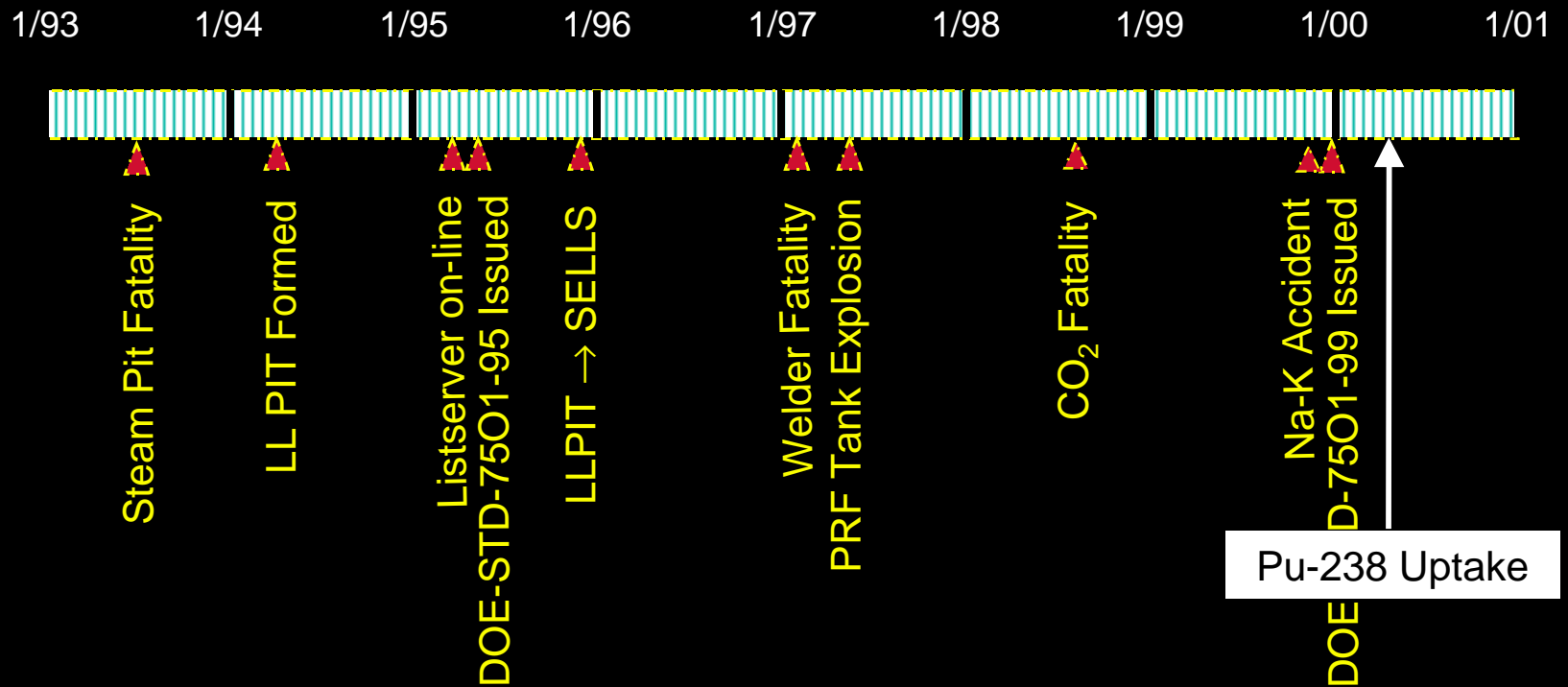
# Lessons Learned Timeline



# Lessons Learned Timeline

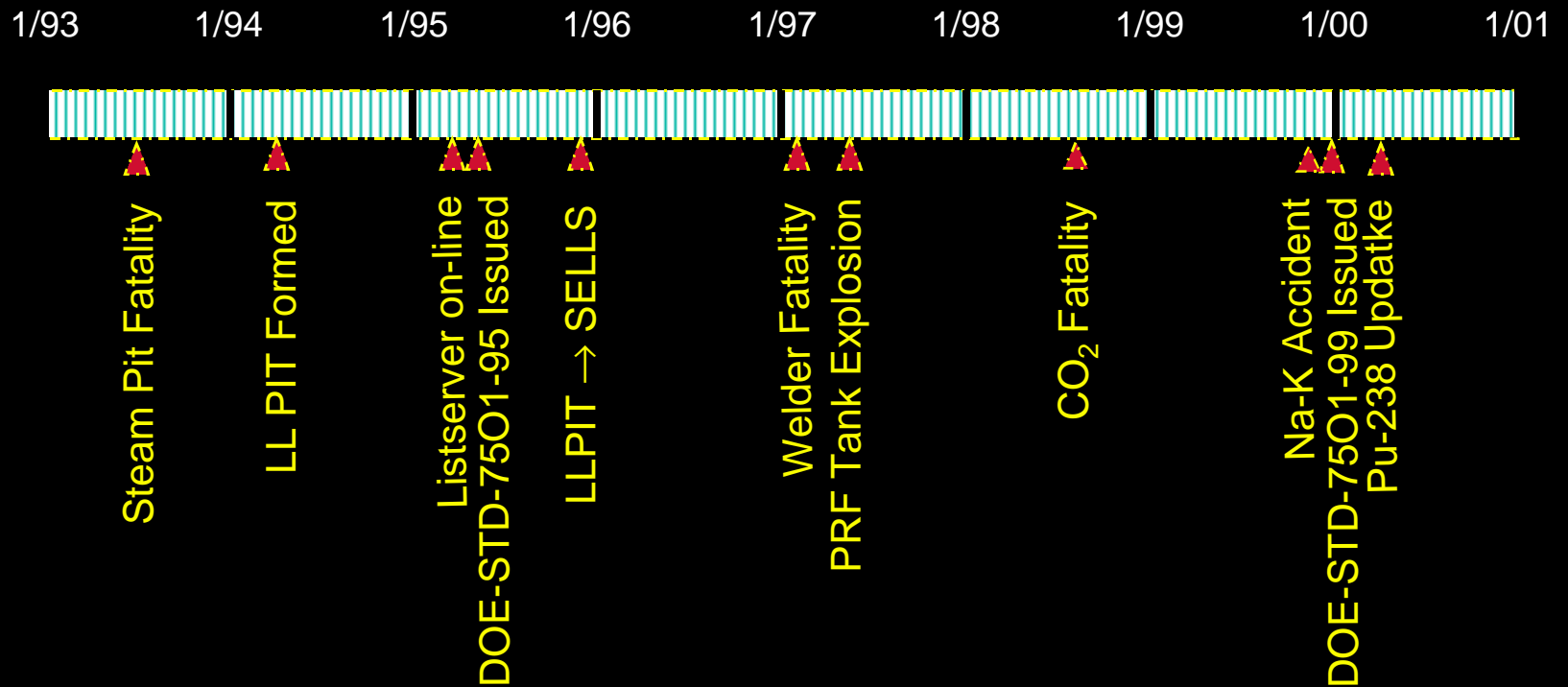


# Lessons Learned Timeline





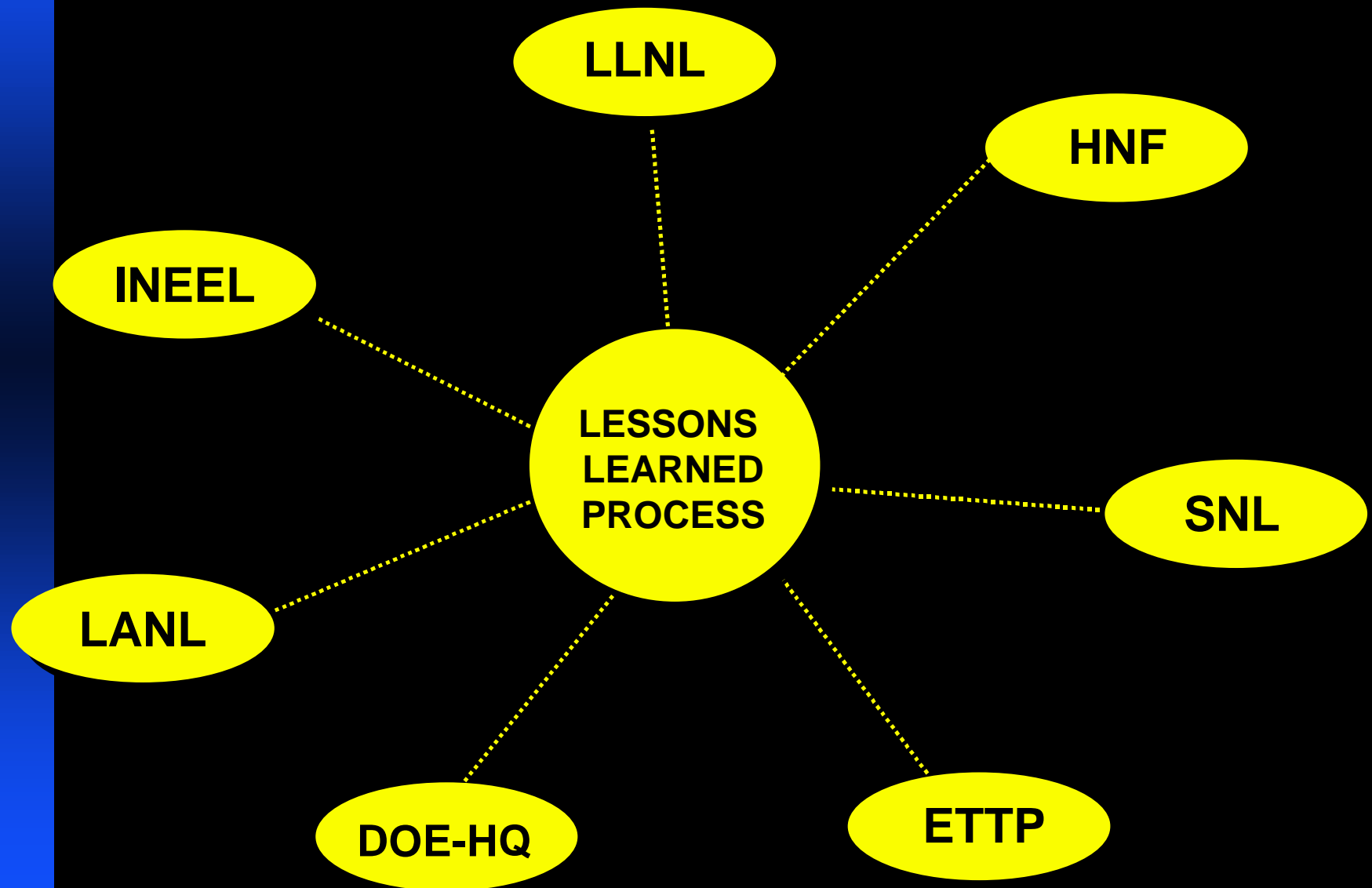
# Lessons Learned Timeline



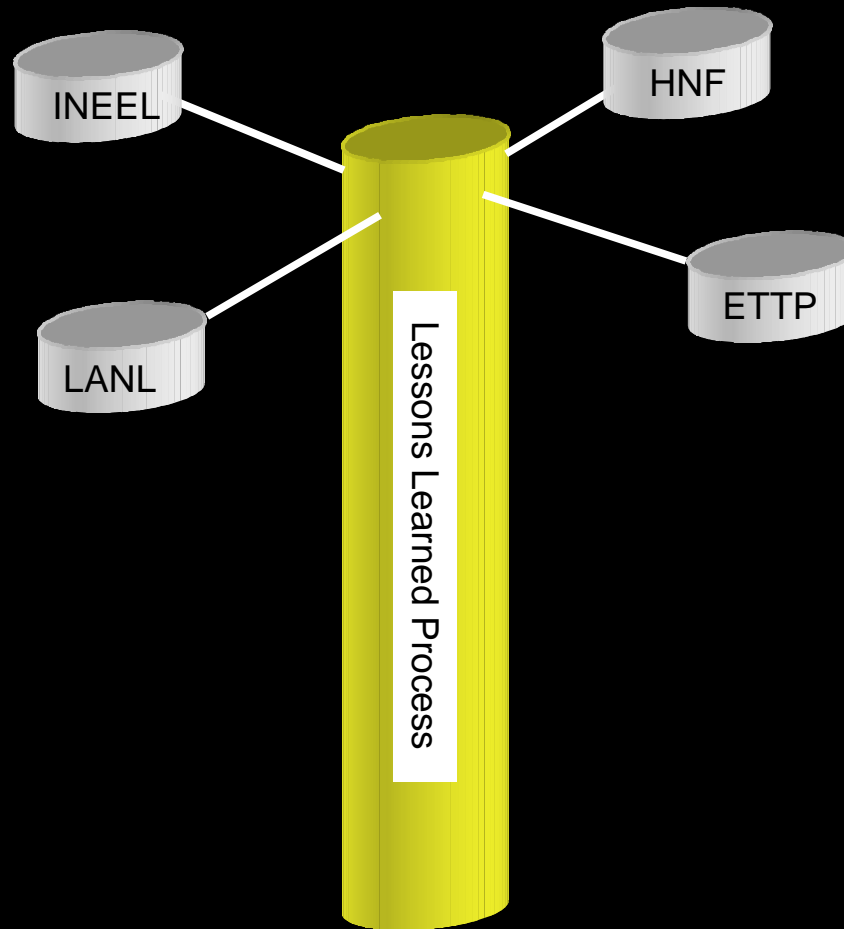
## Reasons to Share Lessons Learned

- **Safety** of our workers
- DNFSB criticism of DOE
- PAAA implications
- Saving \$\$\$
- Required by a number of DOE Orders or Standards

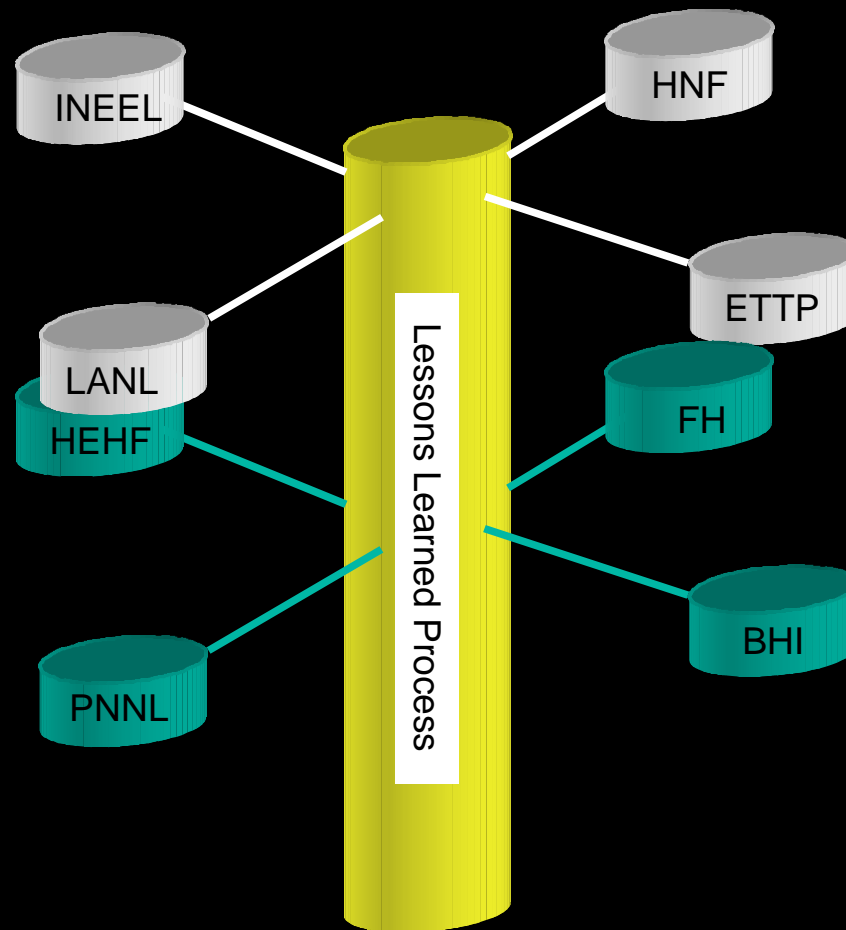
# Sharing Lessons Learned



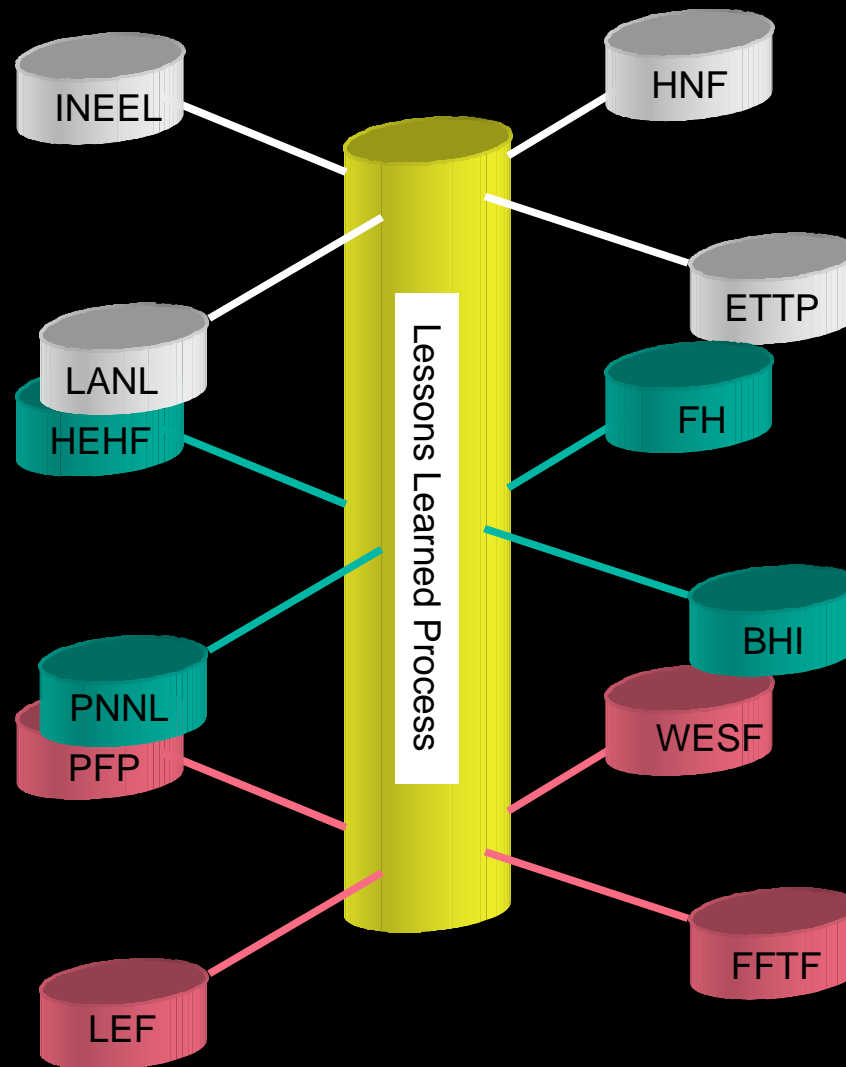
# Sharing Across DOE



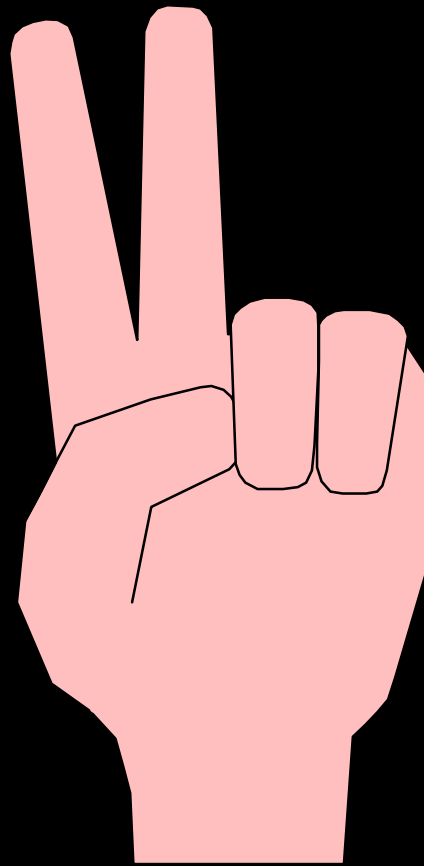
# Sharing Across DOE



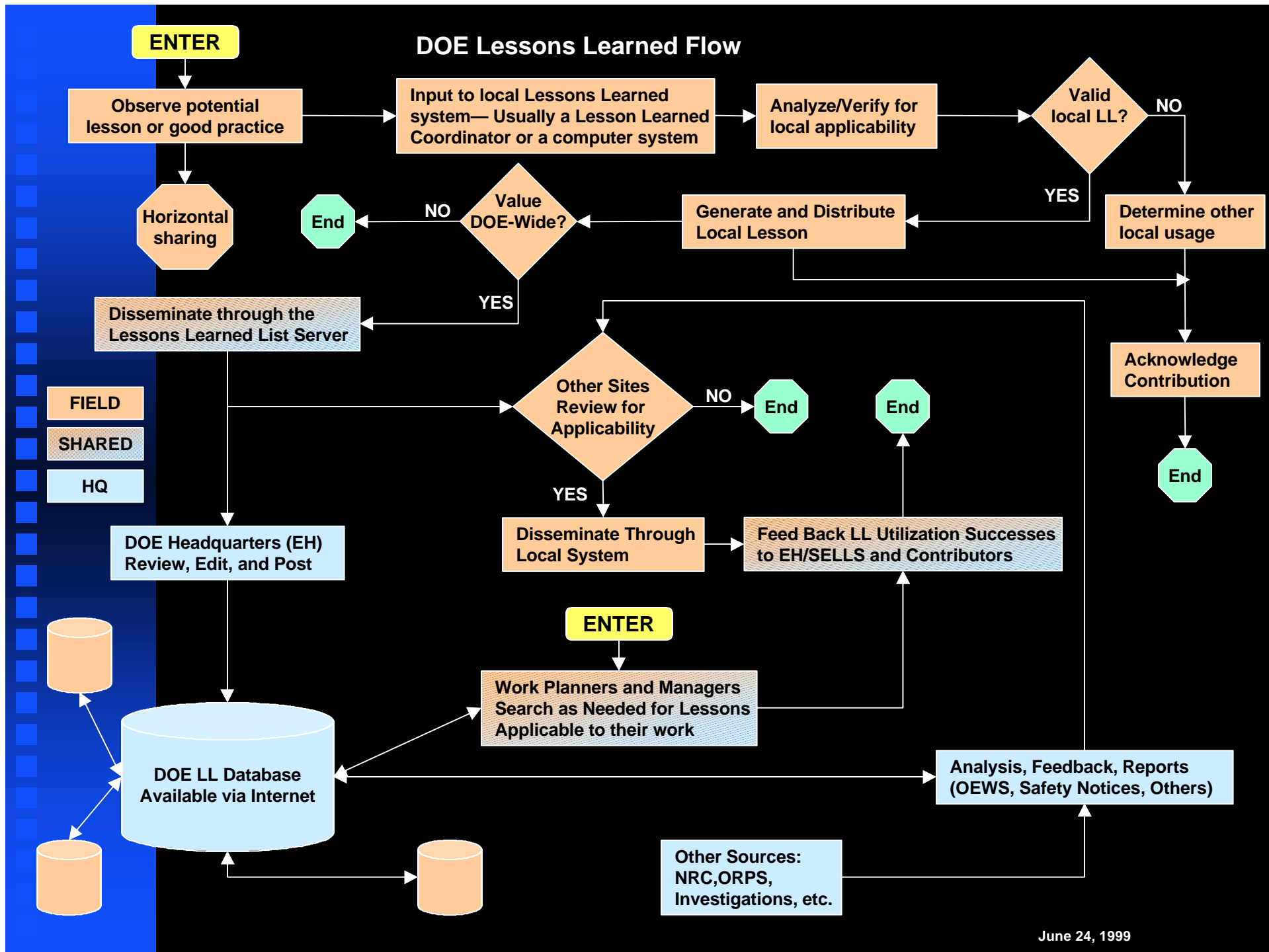
# Sharing Across DOE



# Two-Prong Approach



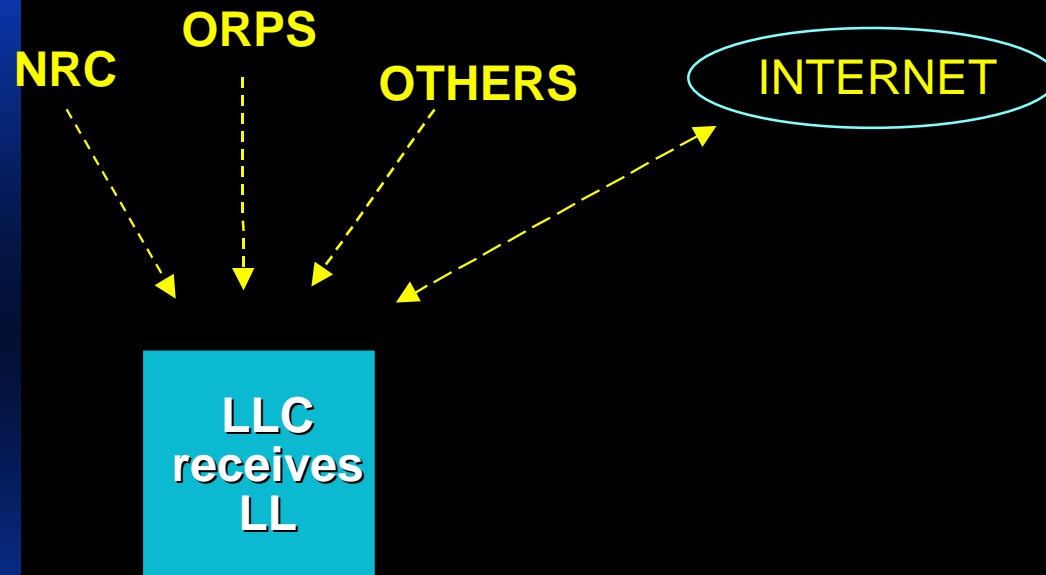
- Active – repository
  - ◆ Easy access
  - ◆ Web enabled
- Passive – delivery
  - ◆ Tailored distribution
  - ◆ Alerting mechanism





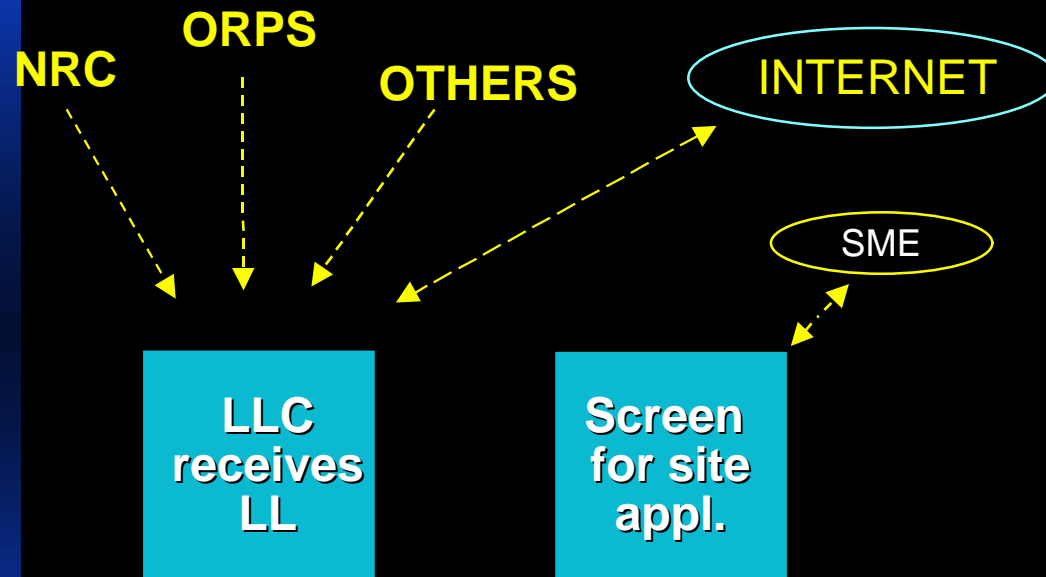
# Process Flow

Site Portion



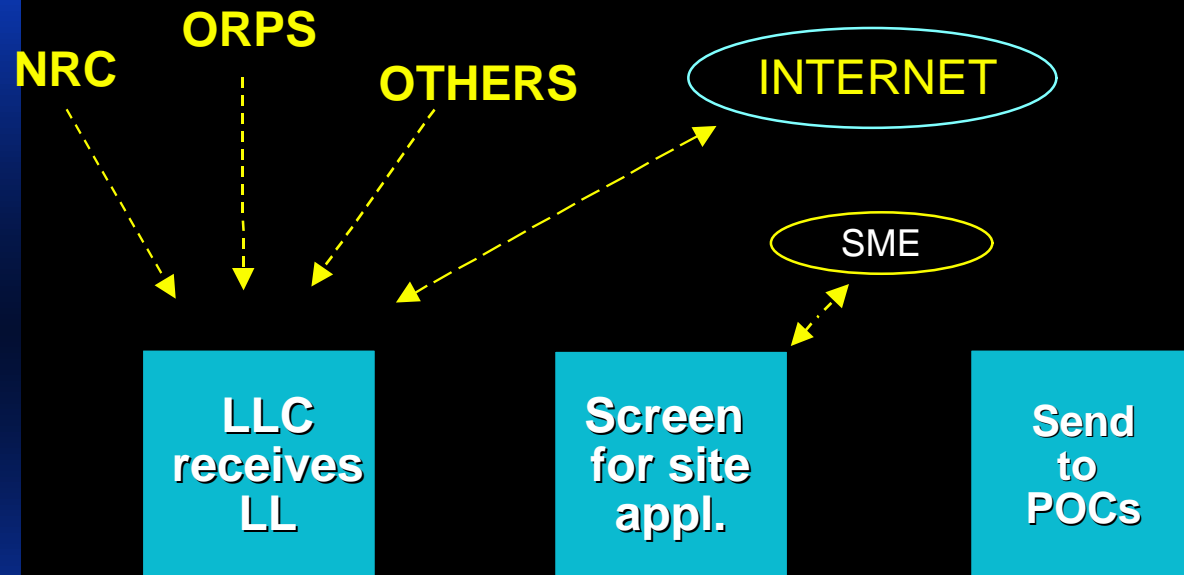
# Process Flow

Site Portion



# Process Flow

Site Portion



# Process Flow

Facility Portion

POC  
Screen

# Process Flow

Facility Portion

POC  
Screen

Mgr  
Concur  
with  
Action

# Process Flow

Facility Portion

Direct  
Distribution

POC  
Screen

Mgr  
Concur  
with  
Action

# Process Flow

Facility Portion

Direct  
Distribution

Required  
Reading

POC  
Screen

Mgr  
Concur  
with  
Action

# Process Flow

Facility Portion

POC  
Screen

Mgr  
Concur  
with  
Action

Direct  
Distribution

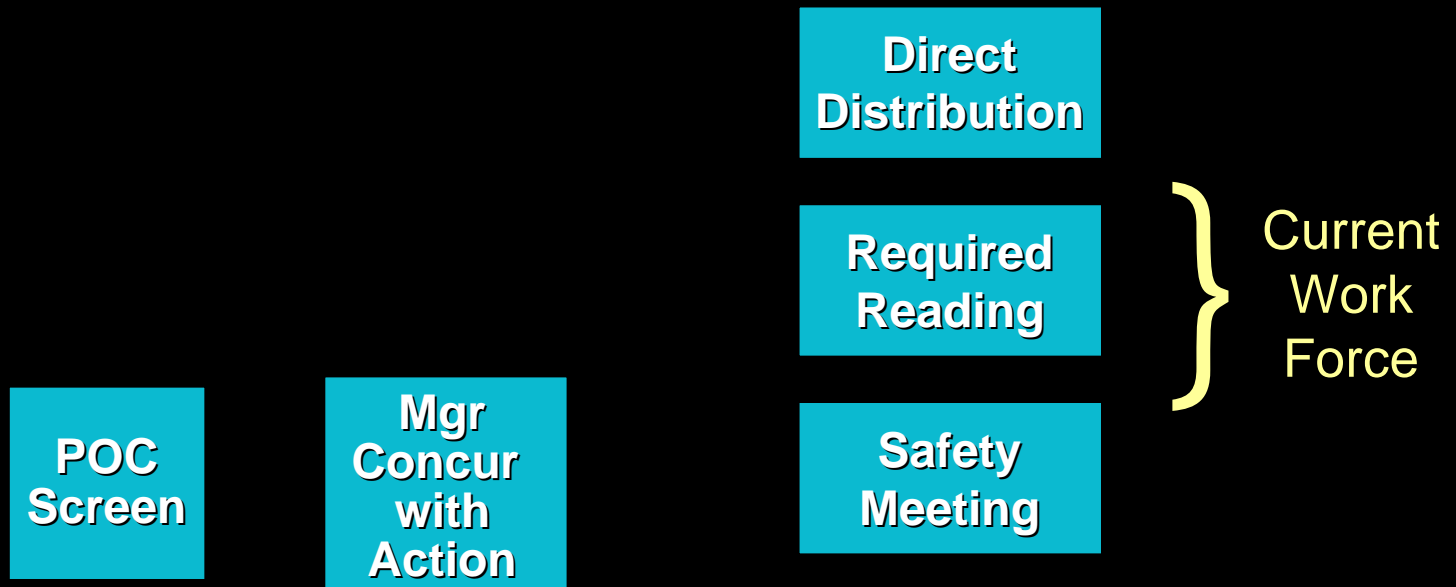
Required  
Reading

Safety  
Meeting



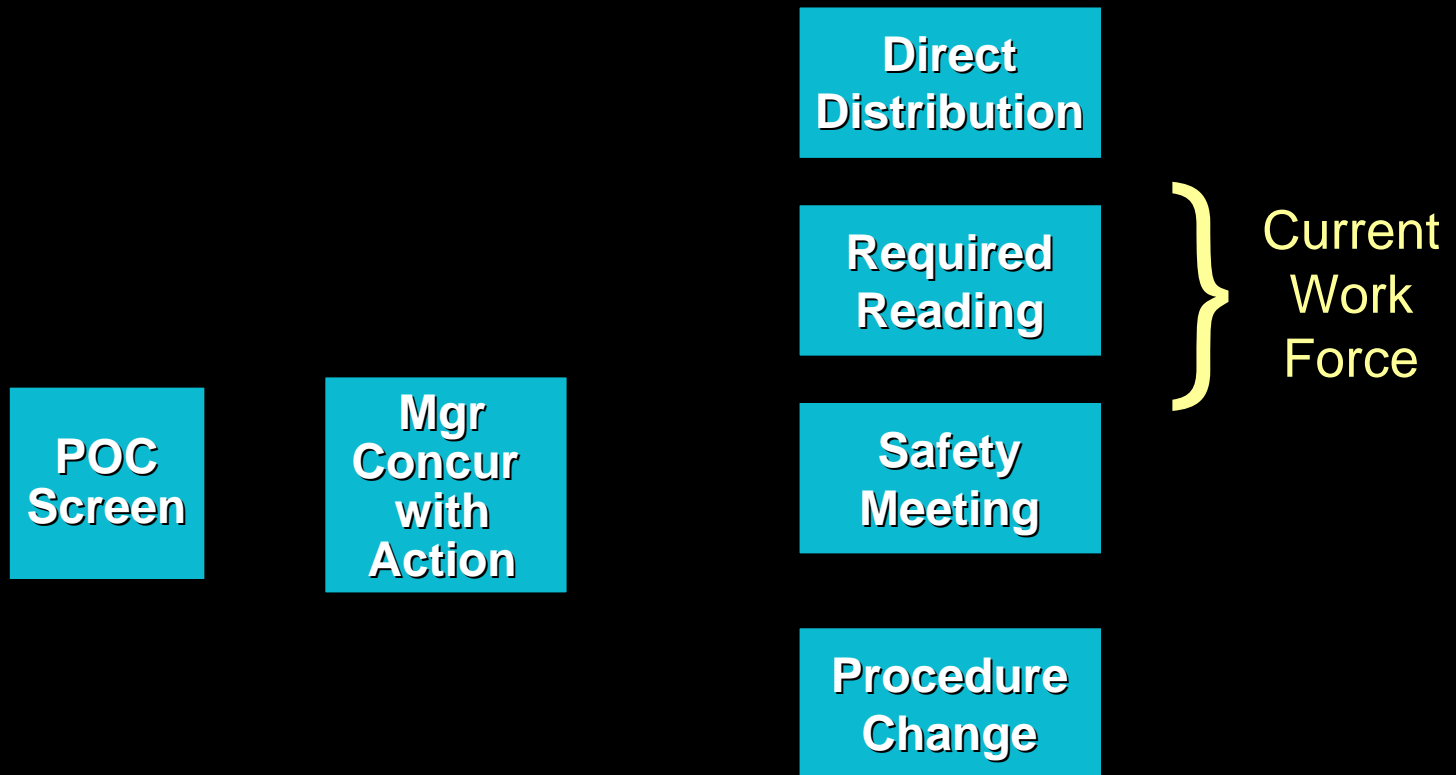
# Process Flow

Facility Portion



# Process Flow

Facility Portion



# Process Flow

Facility Portion

POC  
Screen

Mgr  
Concur  
with  
Action

Direct  
Distribution

Required  
Reading

Safety  
Meeting

Procedure  
Change

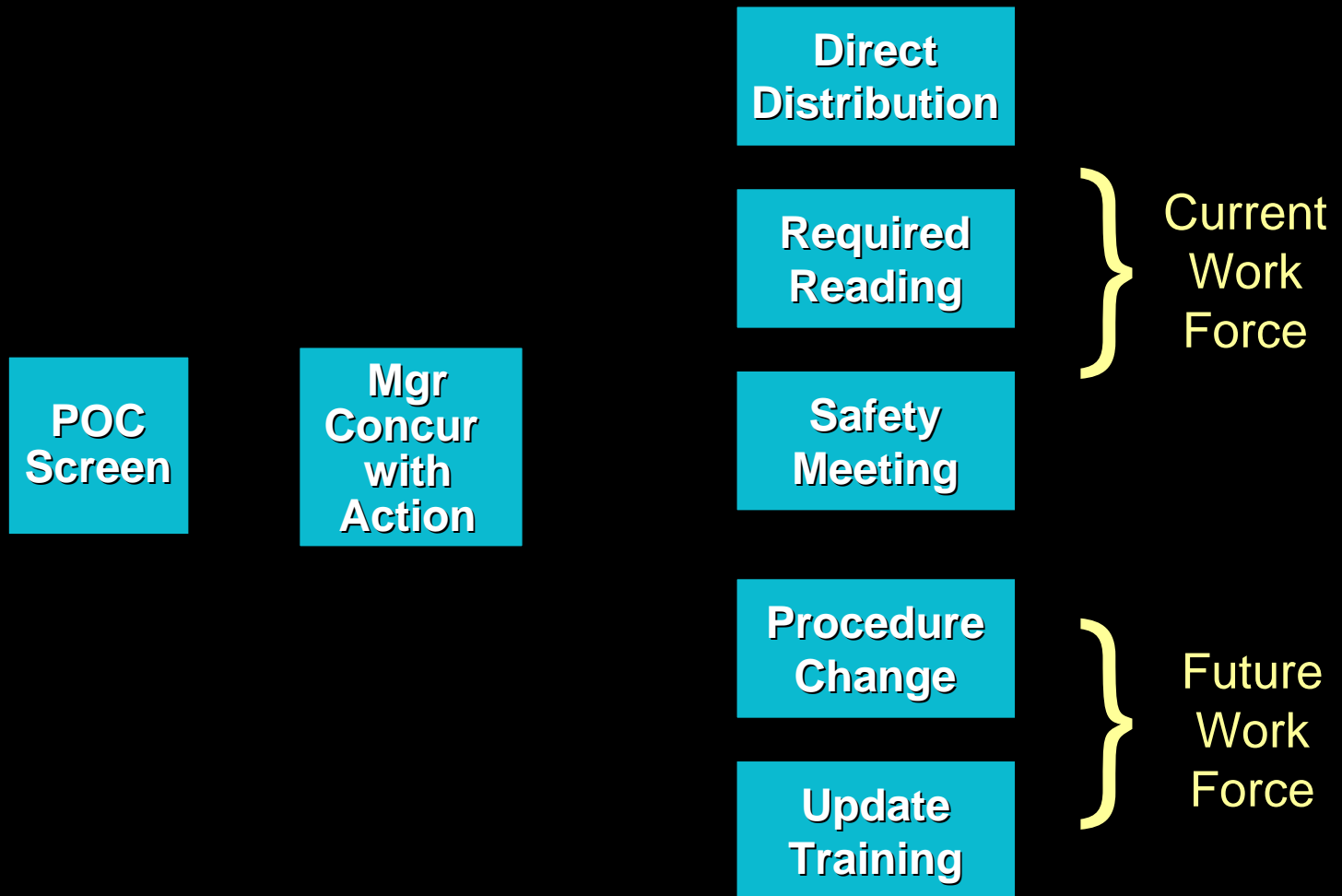
Update  
Training



Current  
Work  
Force

# Process Flow

## Facility Portion



# Process Flow

## Facility Portion

POC  
Screen

Mgr  
Concur  
with  
Action

Direct  
Distribution

Required  
Reading

Safety  
Meeting

Procedure  
Change

Update  
Training

} Current  
Work  
Force

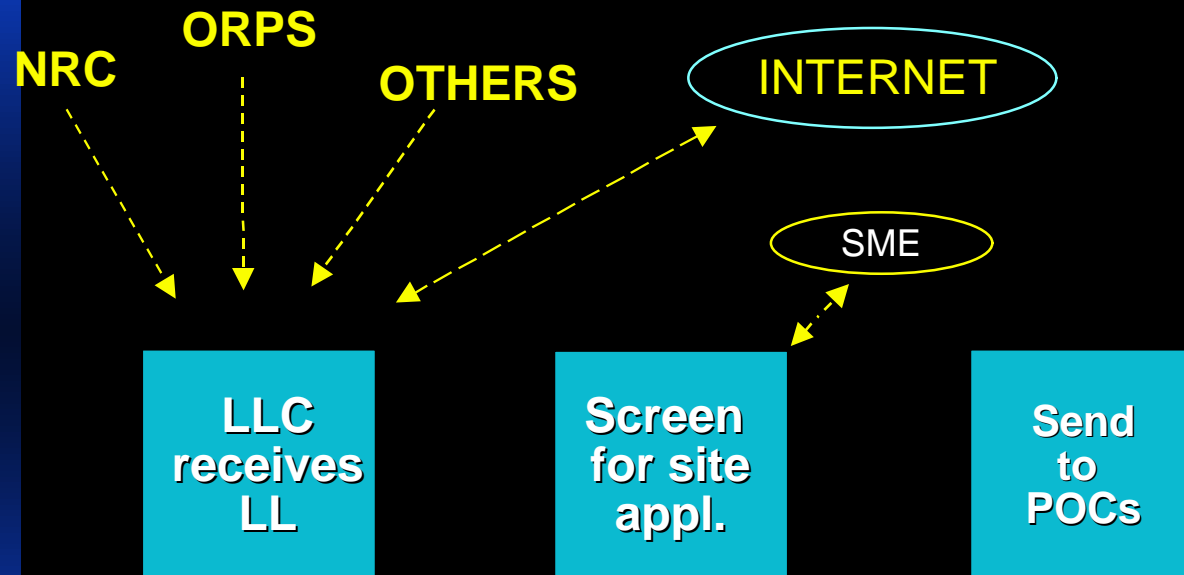
} Future  
Work  
Force

Internal  
Lessons  
Learned

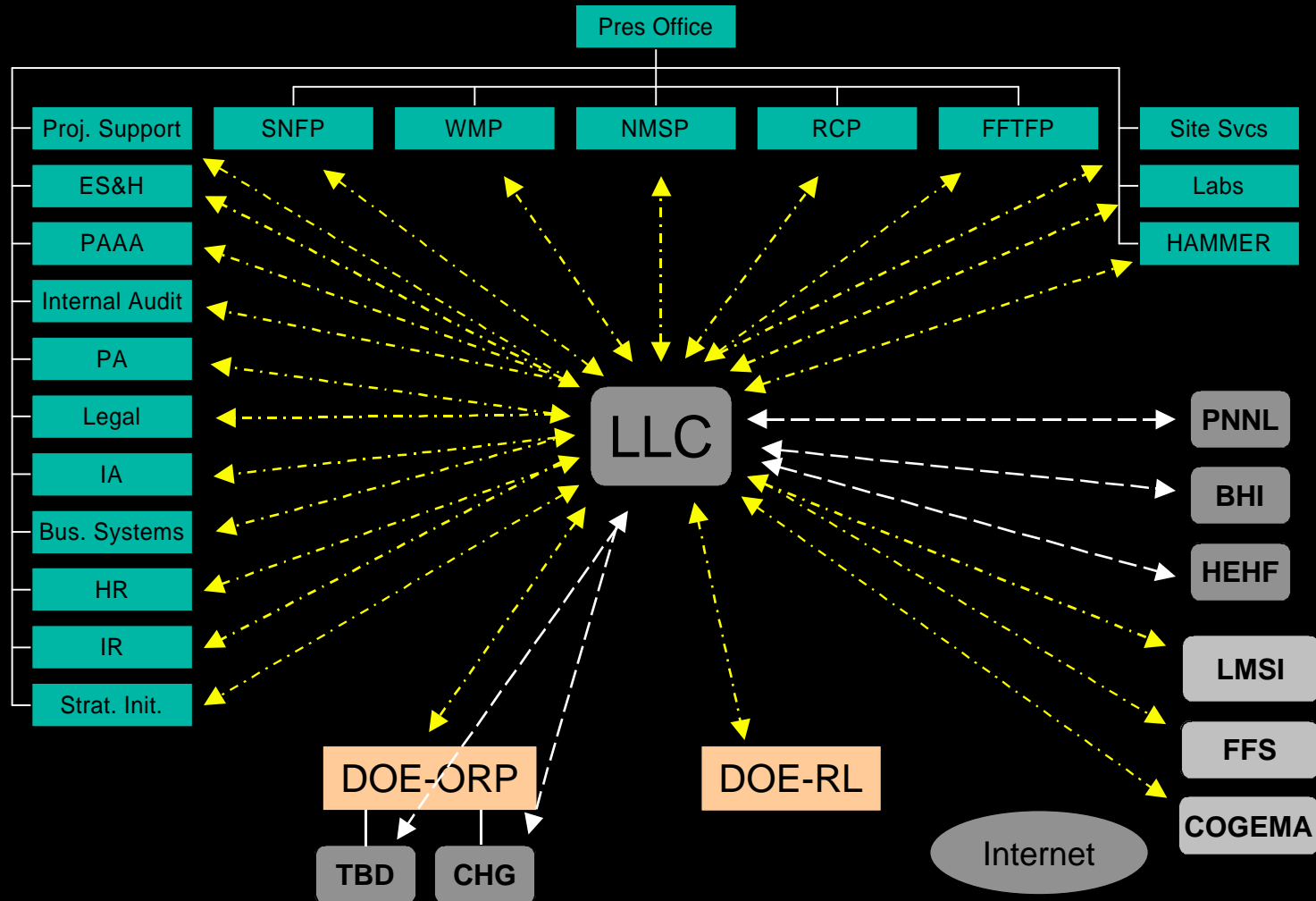


# Process Flow

Site Portion



# LL Distribution Network



# SELLS

- Chartered by FM-1
- Formed from Process Improvement Team
- Goal is to institutionalize sharing and using LLs
- Members: LLCs, HQ rep, others in DOE, some non-DOE businesses



# Tools for Sharing Knowledge

- DOE lessons learned listserver
  - ◆ Internet e-mail
  - ◆ Over 450 subscribers
- SELLS listserver
- Lessons learned Web sites
- Weekly conference calls
- Semiannual meetings

# Lessons Learned “On-line”

- LL listserver (Alerts)
  - ◆ Send the message: *subscribe doe\_ll\_listserv*
  - ◆ To: *listmanager@listman.lanl.gov*
- SELLS listserver (Admin)
  - ◆ Send the message: *subscribe doell*
  - ◆ To: *Majordomo@ornl.gov*
- Home page
  - ◆ <http://www.tis.eh.doe.gov/ll/>

# Questions, Comments, Want to Become Involved?

- Bruce Breslau, DOE, EH-23
  - ◆ (301) 903-7343; e-mail -  
bruce.breslau@eh.doe.gov
- John Bickford, Fluor Hanford, Inc.
  - ◆ (509) 373-7664; e-mail -  
John\_C\_Bickford@rl.gov